

WEBINAR

New business models for data-driven services

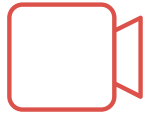
The logo for Data Europa Academy is located in the bottom left corner. It consists of the text "data.", "europa", and "academy" stacked vertically in a white, lowercase, sans-serif font. The text is set against a dark blue circular background. This circle is partially overlapped by a larger, semi-transparent purple circle that also contains a smaller white circle.

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1 March 2024

10.00 — 11.00 CET

Rules of the game



The webinar will be recorded



For questions, please use the ClickMeeting chat.



Please reserve 3 min after the webinar to help us improve by filling in our feedback form

Introduction



Flora Kopelou
data.europa.eu
Publications Office of the EU



Anna Pizzamiglio
Research Associate and
Project Manager at The
Lisbon Council



Enrico Ferro
Head of Strategic Advisory @
LINKS Founda

Agenda

10.00 – 10.05 Opening and introduction – *Flora Kopelou*

10.05 – 10.20 Business models for data-driven services and the role of open data – *Anna Pizzamiglio*

10.20 – 10.35 Open data business models – *Enrico Ferro*

10.35 – 10.55 Q&A session – *Anna Pizzamiglio*

10.55 – 11.00 Closing remarks – *Flora Kopelou*

New business models for data-driven services and the role of open data

Anna Pizzamiglio

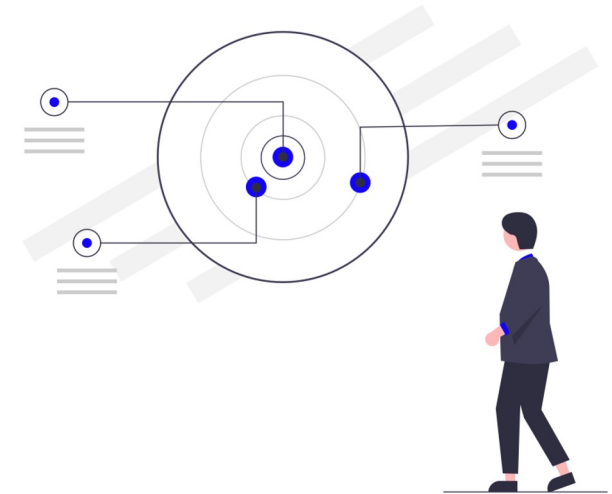
Friday, 01 March 2024
10h00 - 11h00 CET

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for European data



Goals

- Provide an introduction to business models for data-driven public services.
- Highlight the key role of open data in creating public value.
- Highlight the importance of a business-driven approach to open data utilisation.
- Explore different business models and opportunities for services based on public data resources.
- Obtain input on how data.europa.eu can support the development of a sustainable open data ecosystem.



Introduction to business models for data-driven services based on open data



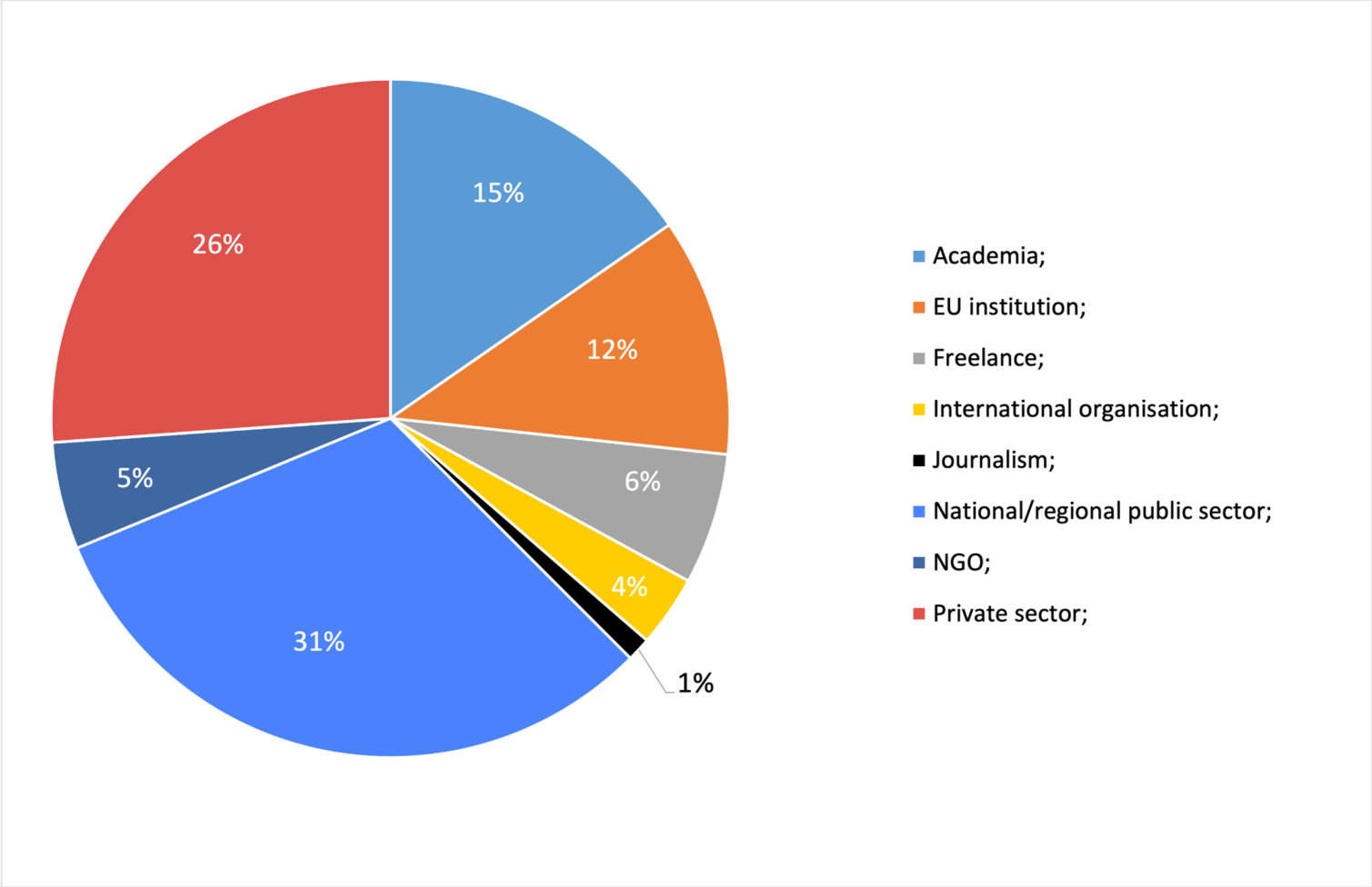
Highlights of discussion paper “New business models for data-driven services”



What is happening in YOUR organisations? (mini-survey)

https://data.europa.eu/sites/default/files/report/New%20Business%20Models%20for%20Data-Driven%20Services_en%20.pdf

About you

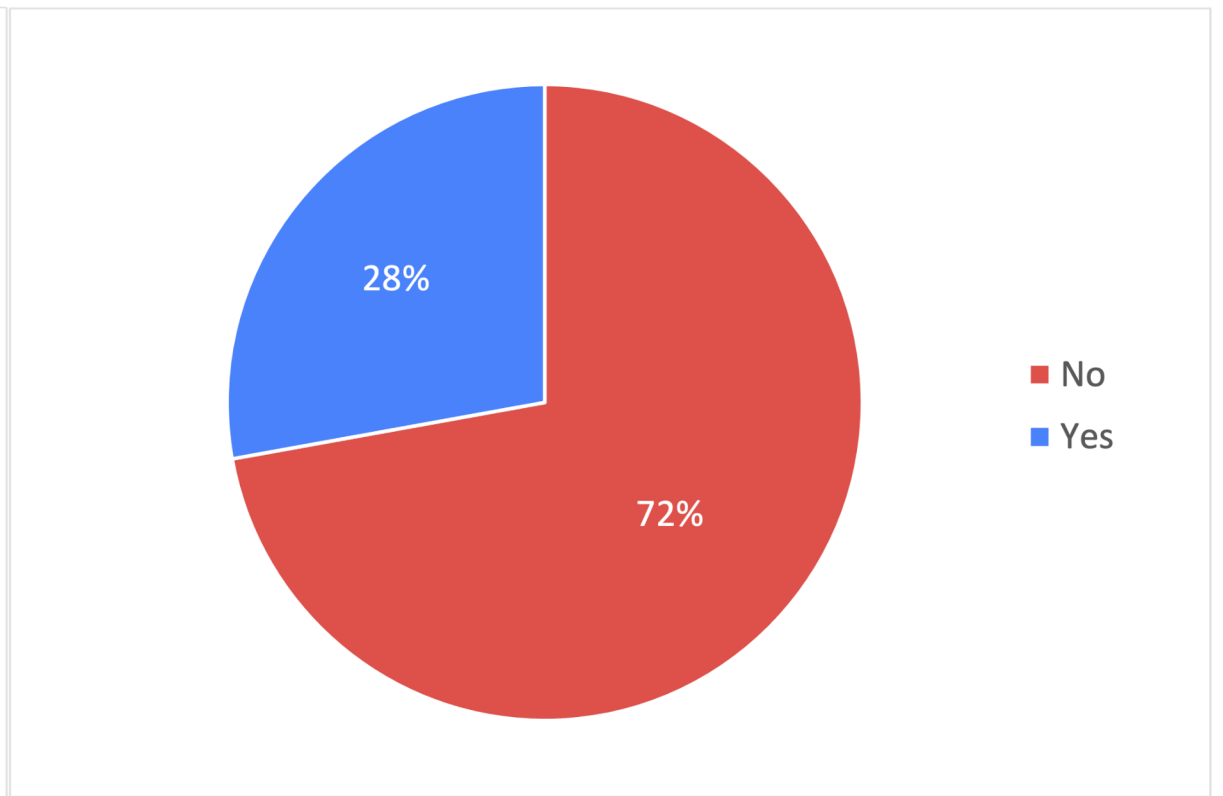
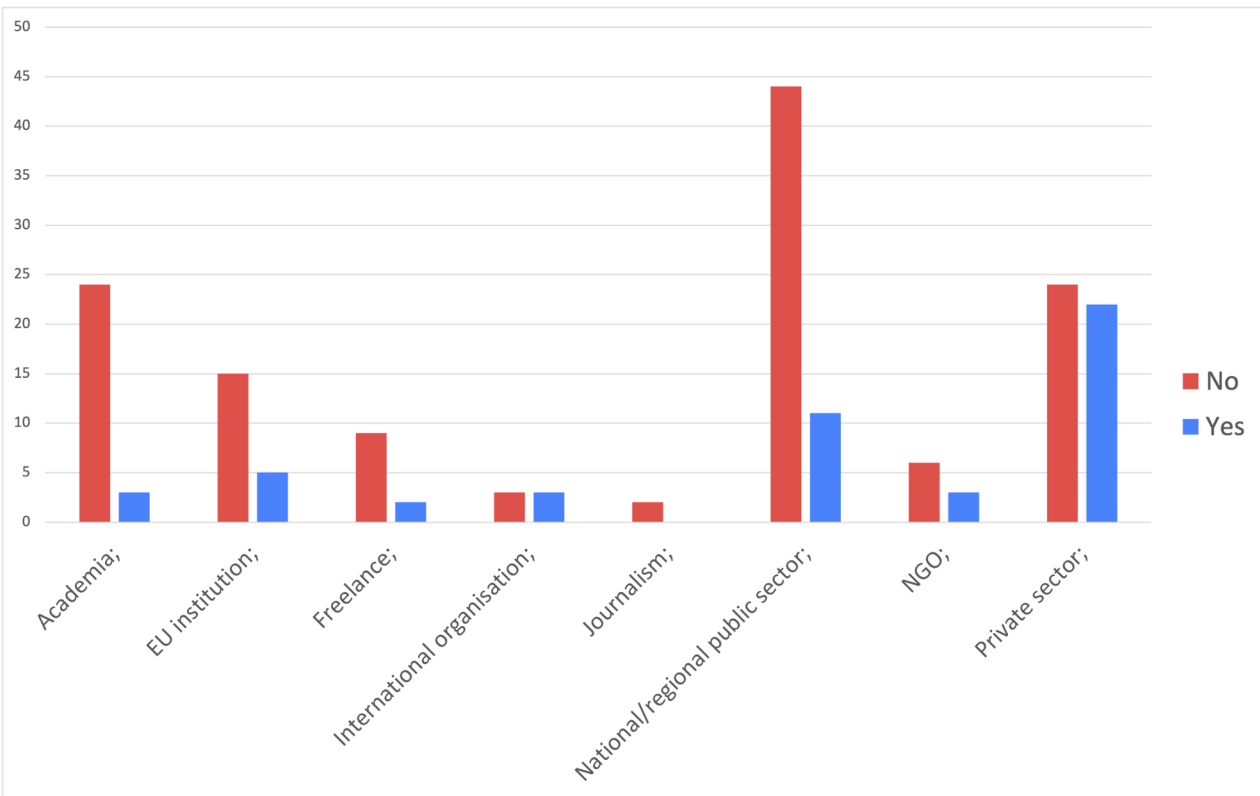


The importance of open data

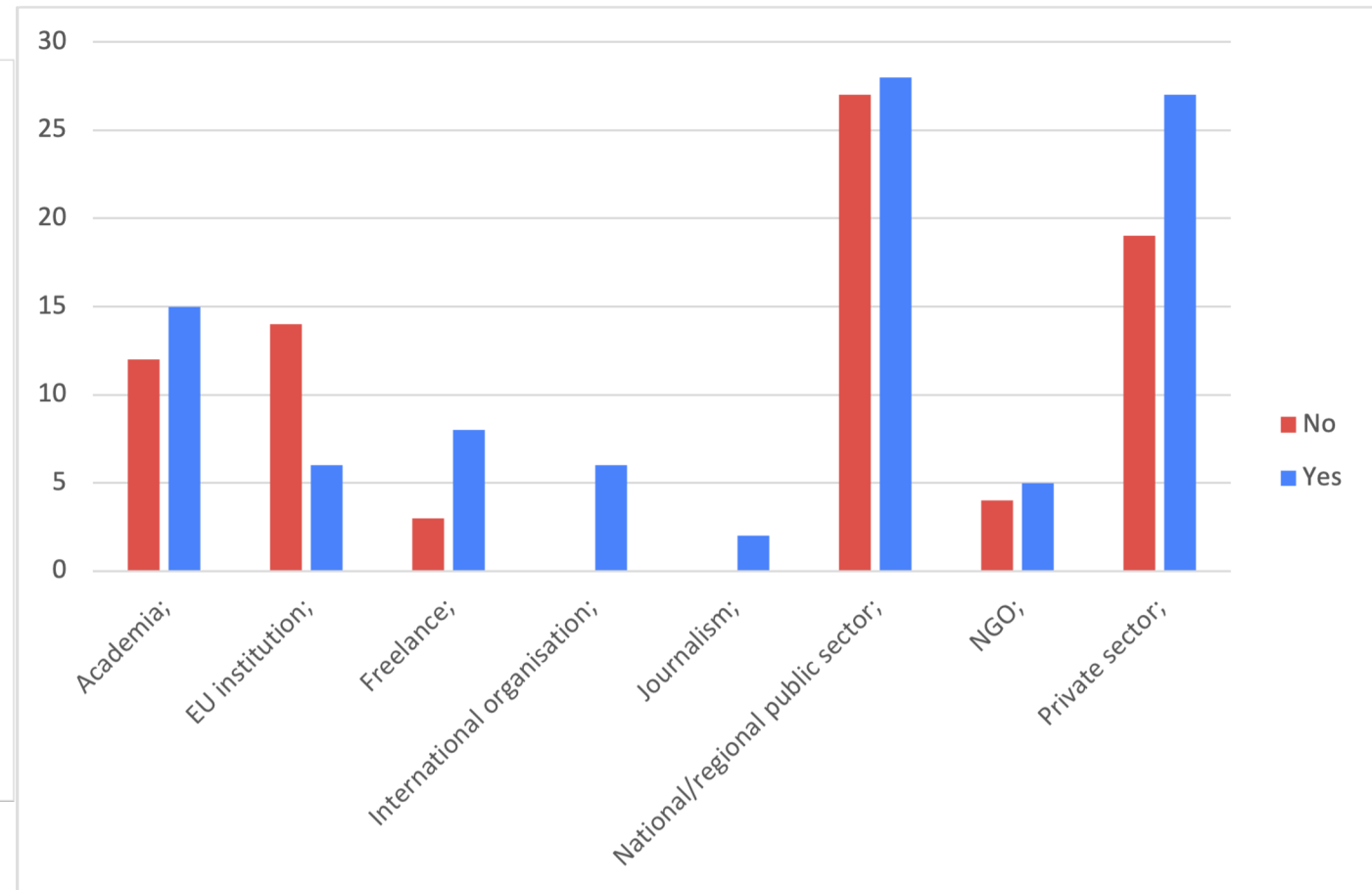
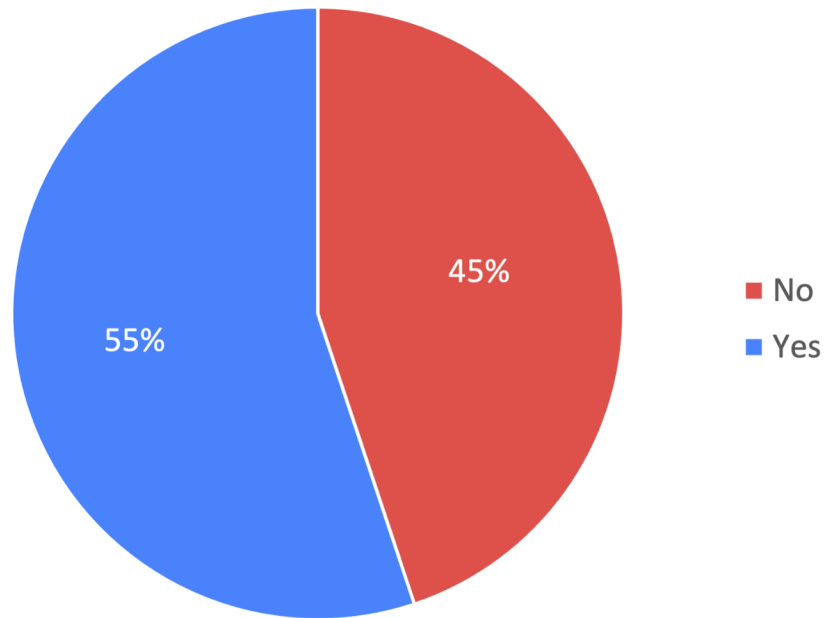
- Open data presents a remarkable **opportunity** for corporations, SMEs, and startups.
 - Enhances **transparency**
 - Fuels **innovation**
 - Stimulates economic **growth**
 - Empowers **citizens**
 - Enhances **efficiency** and **effectiveness** of public services
 - Encourages **data sharing** and **collaboration**



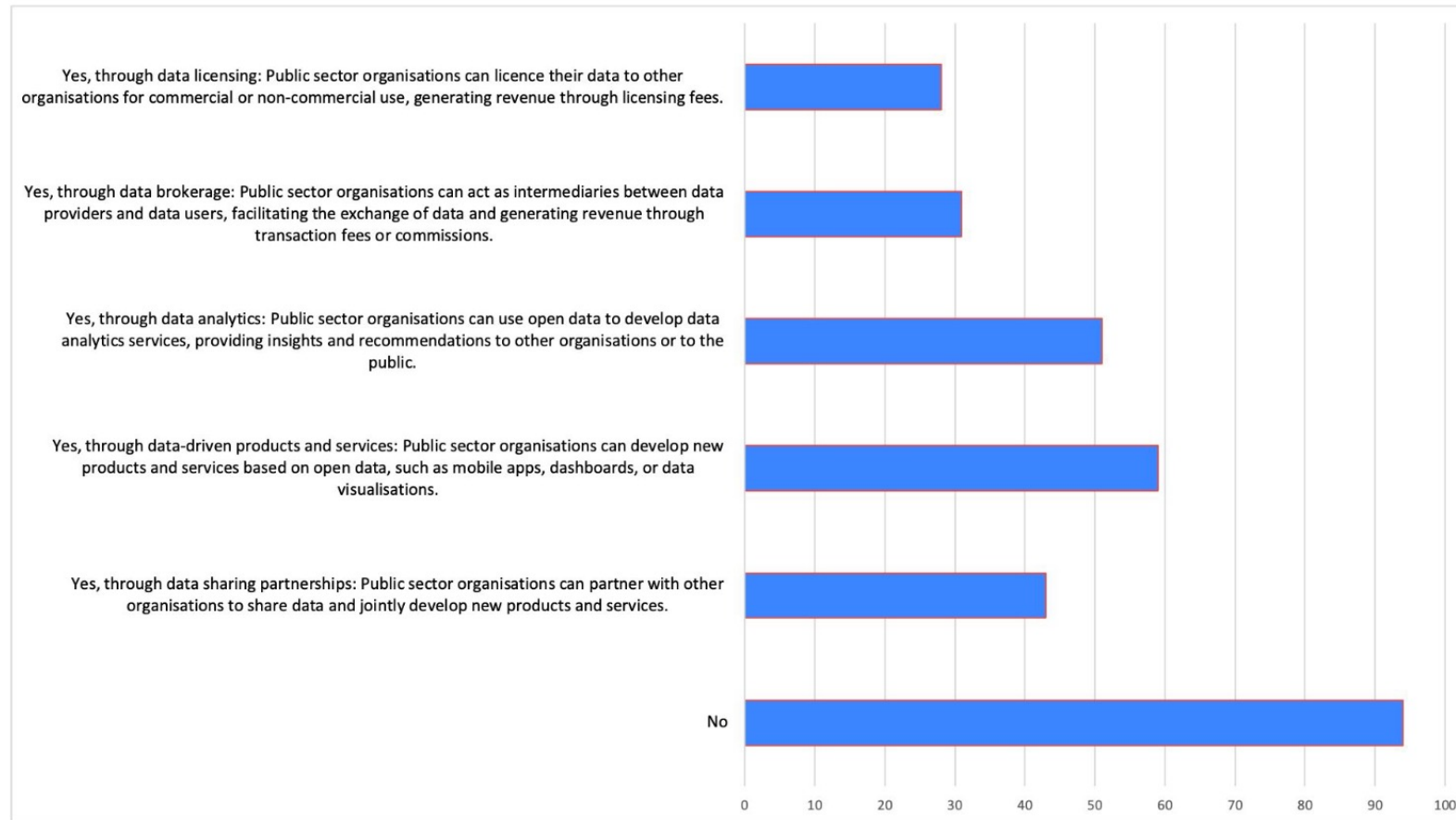
Has your organisation ever employed any business models that has effectively integrated open data into their value proposition?



Had you given thought to business models for data-driven services prior to this webinar?



Has your organisation undertaken activities to assess possible business models for data-driven services?



Open data business models

Enrico Ferro Ph.D.
Head of Strategic Advisory @ LINKS Foundation

[in in/enricoferro](#)

[Overthelock.io](#)

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Framing the Open Data Challenge

- Data has risen to the top of national and global policy agendas.
- It has the potential to create significant value for society and the economy
- Yet, the reuse of open data in Europe is still in its infancy
- It is key to identify relevant lessons learnt and principles for private and public actors



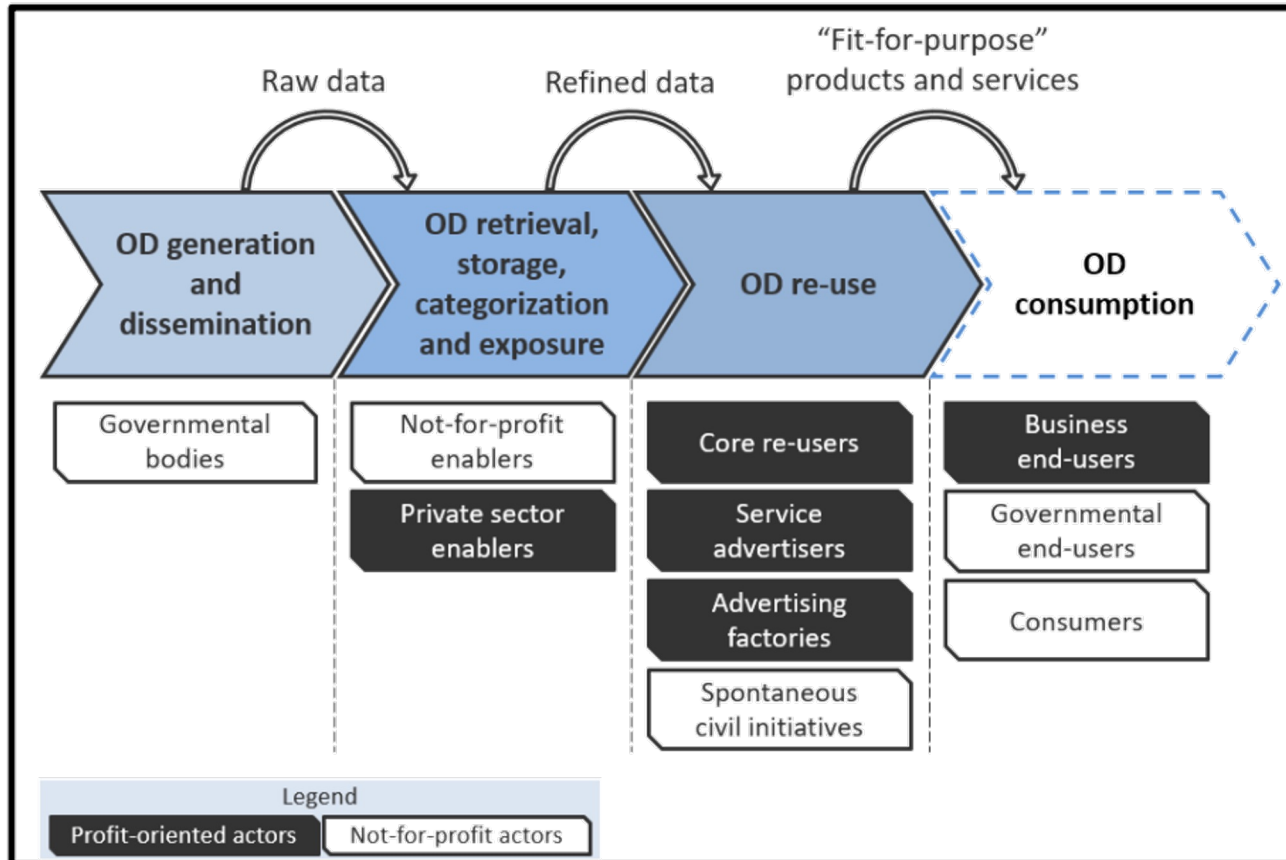
Sizing the Opportunity

- Economic impact of EU Open Data estimated between 200 and 300+ billion¹
- Heterogeneous commercial interest in different data sets (geographical, weather, economic and mobility)²
- Value may be unlocked across a number of domains³



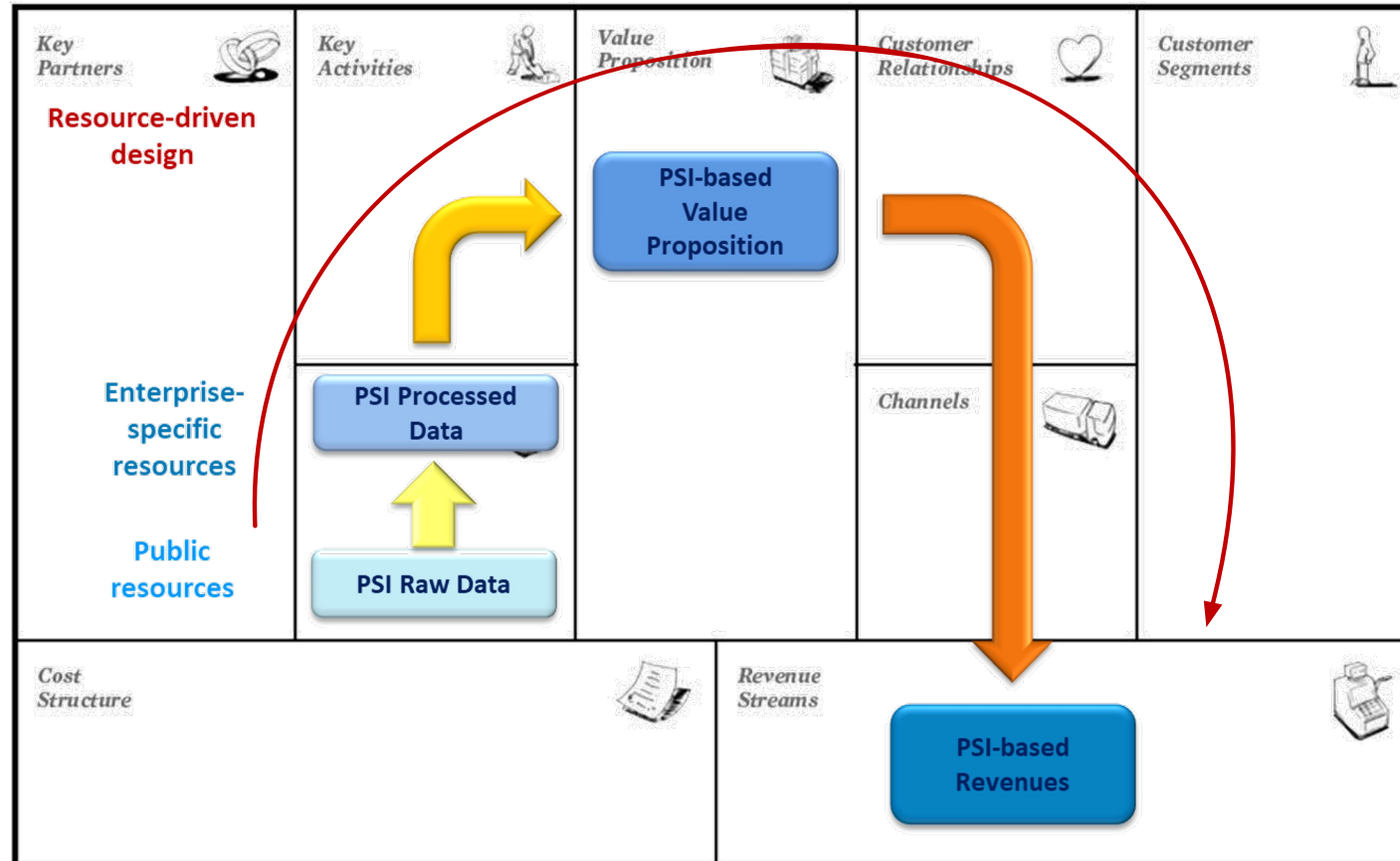
Sources: ¹Cappgemini Invent (2020), ²Cappgemini. (2015), ³McKinsey & Company (2013)

Open Data Value Chain



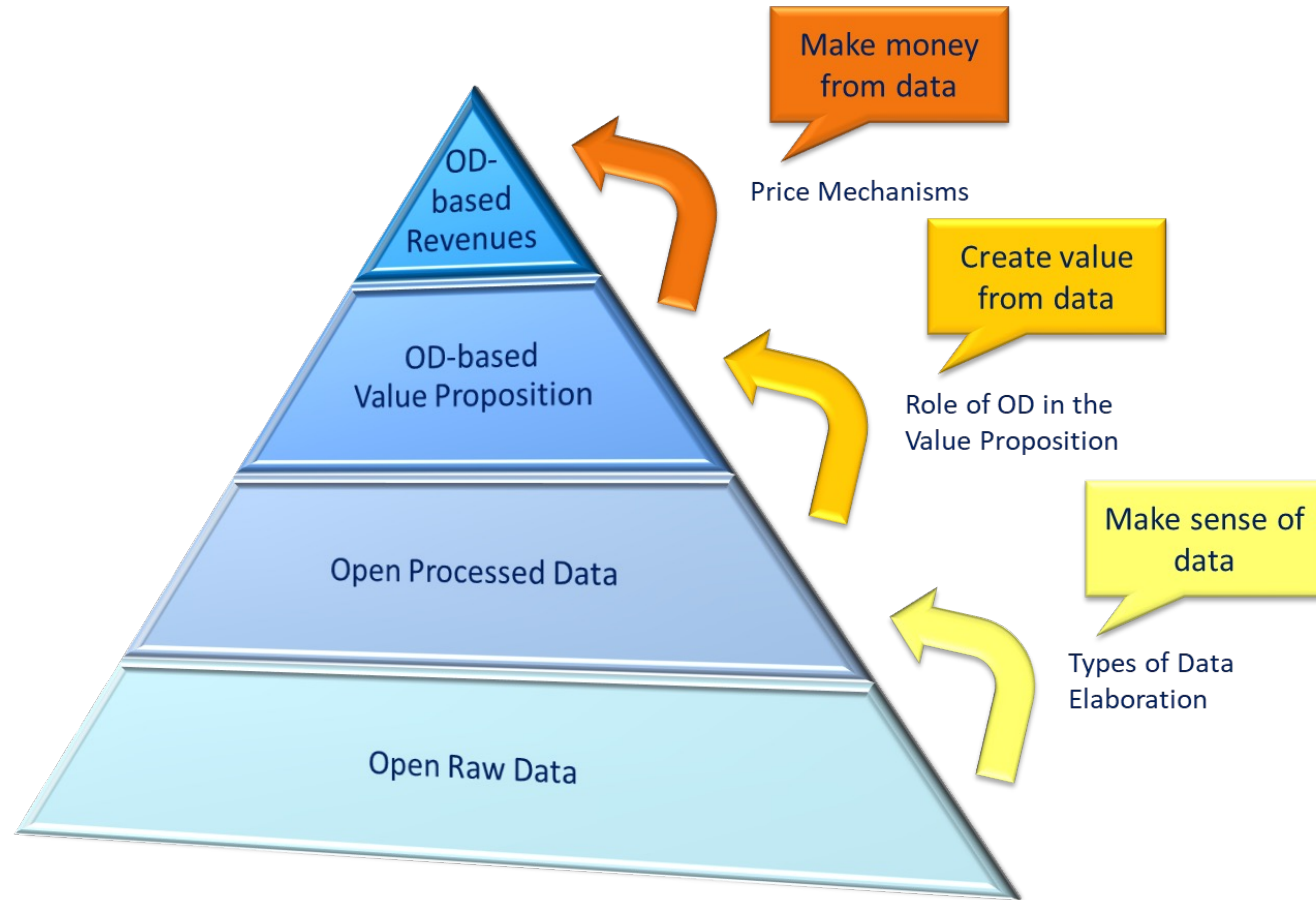
Source: Charalabidis, Y., Zuidervijk, A., Alexopoulos, C., Janssen, M., Lampoltshammer and T., Ferro, E. (2018), The World of Open Data: Concepts, Methods, Tools and Experiences, Public Administration and Information Technology, Vol. 28, Springer International Publishing.

Understanding Open Data Business Models



Source: Ferro, E. and Osella, M. (2012), 'Business models for PSI re-use: A multidimensional framework', in Using Open data: Policy Modeling, Citizen Empowerment, Data Journalism Workshop, European Commission, Brussels.

Key Strategic Design Choices



Source: Ferro, E. and Osella, M. (2012), 'Business models for PSI re-use: A multidimensional framework', in Using Open data: Policy Modeling, Citizen Empowerment, Data Journalism Workshop, European Commission, Brussels.

Access the Study: bit.ly/NBMpaper

The Open Data Business Model Options

Types of Data Elaboration

- Data aggregation
- Data structuring and classification
- Data geo-referencing
- Data validation
- Data mash-up
- Visual analytics

Role of PSI in the Value Proposition

- Final good itself
- Key ingredient of a product
- Key ingredient of a service
- Marginal ingredient of a product
- Marginal ingredient of a service

Price Mechanisms

- | | | |
|--|---------------------------------------|---|
| <input type="checkbox"/> Premium | <input type="checkbox"/> Freemium | <input type="checkbox"/> Free |
| <input type="radio"/> À la carte | <input type="radio"/> Feature limited | <input type="radio"/> Advertising powered |
| <input type="radio"/> Subscription fee | <input type="radio"/> Time limited | <input type="radio"/> Cross subsidization |
| <input type="radio"/> Royalties | <input type="radio"/> Size limited | <input type="radio"/> Zero marginal cost |



Source: Ferro, E. and Osella, M. (2012), 'Business models for PSI re-use: A multidimensional framework', in Using Open data: Policy Modeling, Citizen Empowerment, Data Journalism Workshop, European Commission, Brussels.

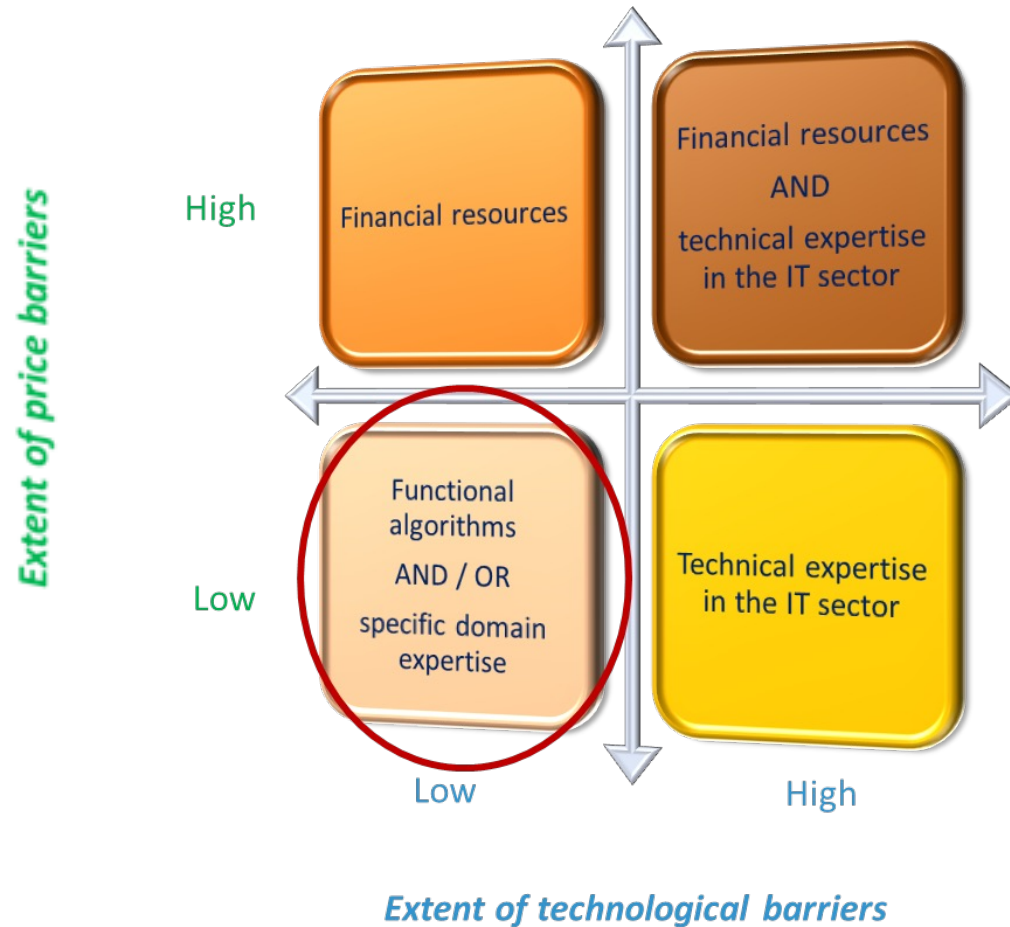
Five Business Model Categories

- **Freemium:** Dual-licensing, charging for changes, open source, free as branded advertising.
- **Premium:** Sponsorship, support and services, demand-oriented platform, supply-oriented platform, white-label development.
- **Cost-saving:** Increasing quality through participation and cost avoidance.
- **Indirect benefit:** Support primary business.
- **Razor & blade:** Infrastructural razors and blades.



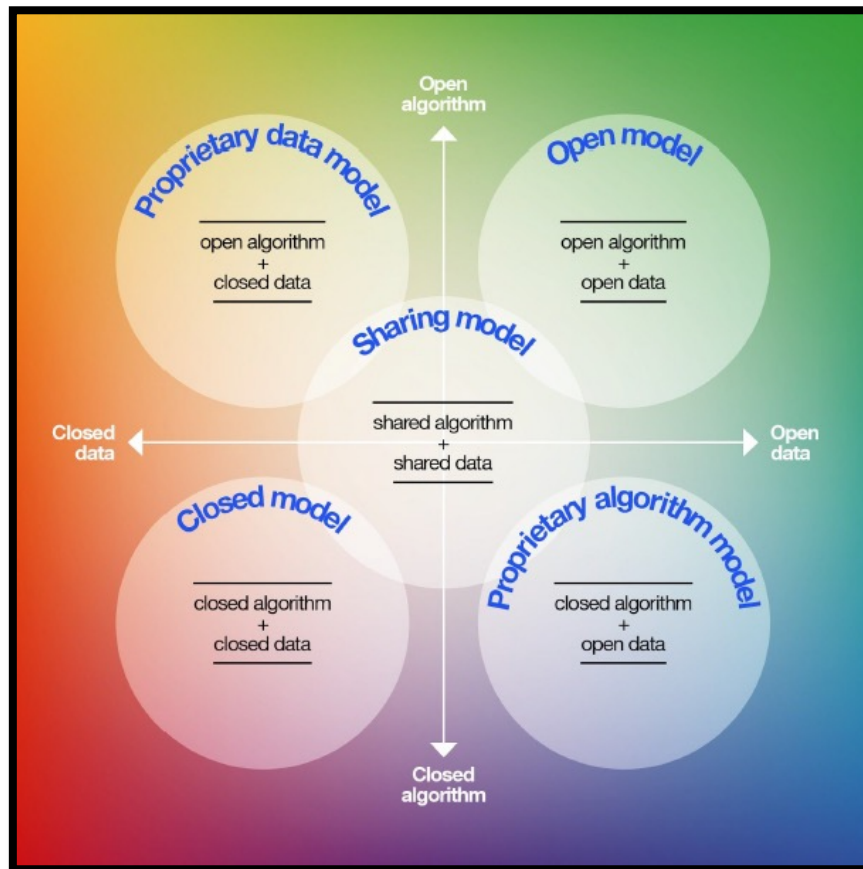
Source: Zeleti, F. A., Ojo, A. and Curry, E. (June 2014), 'Emerging business models for the open data industry: Characterization and analysis', Proceedings of the 15th Annual International Conference on Digital Government Research, pp. 215–226

Sources of Competitive Advantage



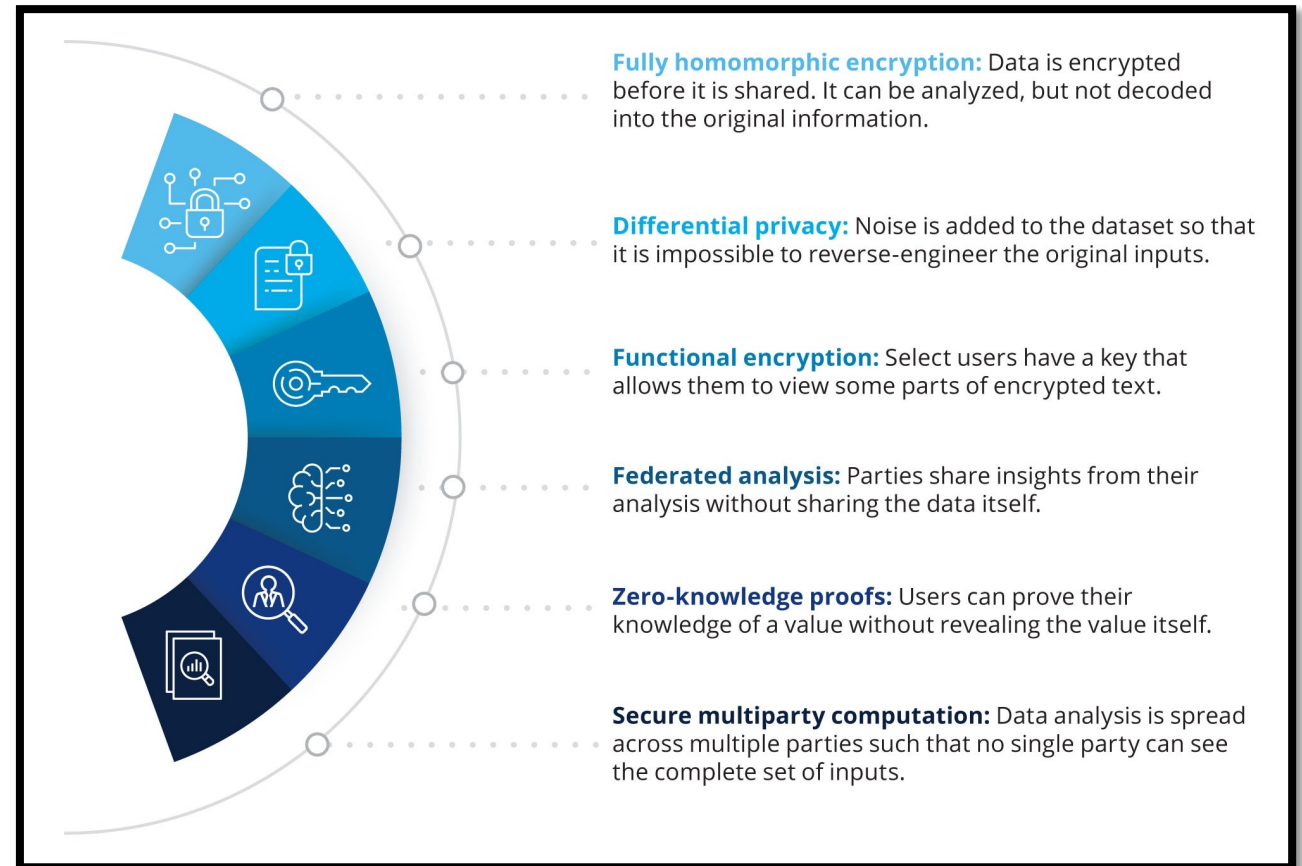
Open Data and Emerging Technologies

AI BUSINESS MODEL MATRIX



Open Data Institute (2018), 'The Role of Data in AI Business'

DLT & PRIVACY PRESERVING TECHNOLOGIES



Deloitte (2022), 'Data Sharing Made Easy'

The Need for a Paradigm Shift

- From legal obligation to operational necessity
- From outward orientation to inward orientation
- From cost to opportunity
- From clerical function to strategic function
- From requiring a leap of faith to generating evidence-based impact



Conclusions

- Open data is a significant force for good
- A collaborative effort is required to harness its potential
- A widespread understanding of value-creation mechanisms represents a key ingredient
- Emerging technologies may lead to larger, smarter and more secure data economies
- A new operational approach based on an “open-by-design” principle could be explored



Questions & Answers

Anna Pizzamiglio



Enrico Ferro



Please provide your
feedback!




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upcoming activities!

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8 March 2024, 10.00 – 11.00 CET



WEBINAR

**Data spaces:
experiences from
the European Green
Deal**



 15 March 2024
10.00 — 11.30 CET

WEBINAR

**Data sovereignty &
data governance:
how can data holders
stay in control?**



 22 March 2024
10.00 — 11.30 CET



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